

**MEMORANDUM FOR: Director of Central Intelligence**

**SUBJECT: Comments on Inspector General's Survey  
of the Junior Officer Training Program**

1. This memorandum is for information only, unless you disagree with the action I propose to take.

2. With the exception of a few points which I shall comment upon, I concur in the findings and recommendations of the Inspector General's survey of the Junior Officer Training Program dated 2 February 1956. Broadly speaking, I agree that the development of this program has been a significant accomplishment, and that its success clearly indicates the desirability of a gradual expansion. I shall take the appropriate action to accomplish this expansion.

3. My principal point of disagreement with the report is in regard to the so-called Phase II of the proposed expansion, which calls for later consolidation of the Office of Personnel and the Office of Training in order to centralize all aspects of career management. There is certainly no question as to the necessity for close collaboration between the Office of Personnel and the Office of Training in regard to the Junior Officer Training Program, and in terms of this Program alone the proposal undoubtedly has merit. But this activity is only one small part of the total programs of these two offices, and would not in itself justify the merger of a number of incompatible units and functions into one central office. I propose not to move in the direction of organizational change, but rather to ensure that closest possible collaboration on this Program takes place between the two offices.

4. Specific recommendations follow, with my comment:

Recommendation (p. 4): That the Director of Training be commended in recognition of the significant accomplishments inherent in the growth and success of the JOT Program.

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from its inception to its present status as the first effective career development mechanism in the Agency.

Comment: I have commended the Director of Training. A copy of the commendation is attached.

Recommendation (p. 4): That the OD/S instruct the Director of Training to prepare an Agency regulation defining the purposes and objectives of the new expanded "Career Management" Program (formerly the JOT Program), establish its scope, and define Agency responsibilities for its conduct as outlined in Section III. C., Page 14, of this survey report.

Comment: The need for an Agency regulation is recognized, and the Office of Training has initiated its preparation.

Recommendation (p. 4): That, subject to approval of the recommendations in this report, the Director of Training prepare a written brief for these consultants which will define their functions in detail. These instructions should be supplemented by specific briefing at the next Washington meeting of the consultants. (See Page 15)

Comment: Concur. The Director of Training will collaborate with the Director of Personnel in working out a written brief for consultants.

Recommendation (p. 5): That the Director of Training and the Director of Personnel jointly establish uniform written standards to govern the recruitment approach to prospective employees. (See Page 16)

Comment: Concur, and action has been initiated.

Recommendation (p. 5): That the DCI direct that Agency sponsorship of the military service of draft-eligible JOT candidates be terminated; if such termination is not approved, then Agency recruiters should be given precise and decisive

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instructions that such sponsorship is not to be considered as a reward for accepting Agency employment. (See Page 17)

Comment: Do not concur that sponsorship of military service be terminated. It is recognized that mistakes have been made in the past, but measures have been taken which I believe will prevent their recurrence. In order to make a final determination of the amount of profit to the Agency, I propose that the military part of the program be continued for one year, and then re-evaluated. Recruiters will be given precise and decisive instructions that such sponsorship is not to be considered as a reward for accepting employment.

Recommendation (p. 5): That the Director of Training place increased emphasis on the selection and recruitment of non-Caucasian trainees for inclusion in the Program; such action to be predicated on clearly established prior requirements. (See Page 17)

Comment: Concur. I believe we should proceed cautiously, but the recommendation is sound and we shall move in this direction.

Recommendation (p. 5): That the DGI direct the establishment of quotas to govern the recruitment of career trainees for each of the three major components of the Agency, i. e., DD/P, DD/S and DD/I; such quotas to be directly proportionate to the professional attrition rate of each component. (See Page 18)

Comment: Concur that quotas should be established, but I do not see that they can be other than broad estimates only. Because of the long time which elapses between recruitment and final placement, the identification of specific requirements and detailed qualifications is most difficult. However, I agree on the desirability of bringing in the maximum number of professional personnel, and shall make as specific estimates as possible in line with the aims of the program.

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Recommendation (p. 5): That the Director of Training, on the basis of factors gained during the conduct of the Program, thus far, establish a maximum period of training with the option of extension to accommodate training in unusual foreign languages or specialized area orientation. (See Page 21)

Comment: Concur in principle, but some flexibility is necessary. Steps are being taken to fix specific periods and programs for categories of trainees. The essential point is that JOTs should be retained on the roster only as long as they are bona fide trainees, and this will be adhered to.

✓ Recommendation (p. 6): That the Director of Training and the Director of Personnel jointly develop written tentative forecasts of the professional personnel needs of each of the three major Agency components and that these forecasts be used insofar as possible to govern the future recruitment of JOT candidates for an expanded career development program. (See Page 26)

Comment: Concur. These forecasts will be developed in connection with the establishment of quotas.

Recommendation (p. 6): That the Director or Deputy Director authorize an increase to 200 positions of the 100-position I/O now authorized the JOT Program to accommodate the increased number of trainees, and that the current arrangement for the temporary double-slotting of career graduates be continued. (See Page 26)

Comment: One hundred additional positions could not be filled at once. To avoid an artificial situation, I plan to authorize additional positions as they become necessary. The Director of Training and the Director of Personnel have been instructed to recruit JOTs without regard to ceiling.

Recommendation (p. 6): That the present I/O of the JOT Division in CTR be increased by five positions, three individuals of professional grade to be selected one each from the offices of.

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the DD/S, DD/P and DD/I on the basis of their experience and knowledge of these components and the remaining two to provide necessary clerical support. (See Page 27)

Comment: I propose to authorize additional staff positions as the need is established and to consult with other Deputy Directors to ensure that their needs are met to the extent the Program will permit.

Recommendation (p. 6): That the present T/O of the Assessment and Evaluation Branch of OTR be increased by two professional and one clerical positions to absorb the added work load. (See Page 27)

Comment: As the program expands, I propose to authorize whatever positions are clearly needed.

Recommendation (p. 6): That the Junior Career Development Program be terminated and its career development mission absorbed by the expanded JOT Program. (See Page 28)

Comment: Concur, and shall initiate the necessary action.

Recommendation (p. 6): That the present JOT Program be renamed the Agency "Career Management Program" and the new name be adopted by the present JOT Division in OTR. (See Page 28)

Comment: Do not concur in the proposed renaming of the JOT Program. The term "Career Management Program" will lead to confusion inasmuch as all components are engaged in Career Management and have "Career Management Officers" who are in no way related to this program. At the present stage of development, I do not see the merit of changing a name which is just beginning to be well known in the Agency.

Recommendation (p. 7): That, subject to a reappraisal of the effectiveness of Phase I by the Inspector General, further expansion of the Career Management Program be considered

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**as follows:**

a. Consolidation of the Office of Training and the Office of Personnel into one central Office of Personnel and Training to be headed by one director with deputies for its two principal functions.

b. The creation of a Career Management Division in the new office to assume responsibility for all aspects of the Agency's career management function including recruitment, psychological assessment and evaluation, consultation and guidance, placement and subsequent career development.  
(See Page 36)

Comment: Do not concur in the proposed Phase II, as stated above.

5. In addition to the specific recommendations, the report raises several questions for which it offers no specific solution. It states (p. 28) that personnel already on duty should be given equal or preferential opportunity to participate, but makes no recommendation as to numbers, criteria, or policy. I concur, and believe the merger of the JCD Program is a step in the right direction. This program implements announced policy for encouraging and providing developmental opportunities for selected individuals by establishing criteria and procedures for their identification and selection. Increased participation in the program should be encouraged at the same time as its merger with the JOT Program is announced.

6. The report speaks of broadening the base of recruitment to provide individuals for the lower levels (p. 25), but does not reconcile this with the maintenance of the high standards which have been fundamental to the success of the program. I interpret these remarks to mean that the standards of selection could be lowered to include individuals whose highest potential for success

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would lie in the middle professional brackets. However, I believe our lower professional requirements will be filled by junior professionals necessarily working at lower levels in preparation for more responsible positions. I propose to make sure that the expanded program will not be broadened to the point where second-rate people would be brought in.

**L. K. WHITE  
Deputy Director  
(Support)**

**Attachment:  
Copy of Commendation**

**CONCURRENCES:**

STATINTL

  
Acting Director of Training 19 March 1956  
Date

STATINTL

3/   
Acting Director of Personnel 19 March 1956  
Date

STATINTL

OTR/  lbc

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23 February 1956

**MEMORANDUM FOR: Mr. Matthew Baird  
Director of Training**

**Matt:**

From time to time I have advocated that we of the Support services give closer attention to recognizing and commending those whose performance and achievements are outstanding. The usual explanation of the paucity of such recognition is the difficulty of relating the success of a venture to the vision, energy, or persistence of a particular individual. In the matter of the Junior Officer Trainee Program, however, there is no such difficulty.

Thoughtful critics have characterized the JOT Program as the first effective career development mechanism in the Agency. As such, it is a source of pride and inspiration to all Staff Officers and employees. This, the success of the program, is of itself the most eloquent commendation of your leadership, vision, and consistency of purpose throughout the more than five years the JOT Program has been your responsibility. I can add little other than my salute to a pathfinder.

/s/ L. K. White

**L. K. WHITE  
Deputy Director  
(Support)**

**cc: DCI  
DDCI  
IG  
Mr. Baird's personnel file**

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ER 7-8854

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Survey of the Junior Officer Training  
Program, Office of Training, Deputy  
Director (Support)

It is requested that you forward to me in writing  
your comments on the subject survey by no later than  
15 March 1956.

Allen W. Dulles  
Director

Distribution:

Orig. & 1 - DD/S  
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